

14 May 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Intelligence Production Course
No. 2-68, 4 March - 3 May 1968

OVERVIEW

1. This course was intended to help prepare Career Trainees (CTs) for assignments in the Deputy Directorate for Intelligence (DDI). As in the past, the course was structured to provide:

- a. A detailed look at the major intelligence production, collection, and service components within the DDI and a less detailed, but nonetheless critical, look at other CIA and USIB offices which work closely with units of the DDI.
- b. An appreciation of the coordination functions, both intra- and inter-Agency, that bulk so large in the collection, production, dissemination, and utilization aspects of the intelligence business.
- c. Wide exposure to DDI personnel at all levels of responsibility from Office Director to research analyst.
- d. An appreciation of the importance of intelligence requirements--particularly as reflected in much of the work of the service components (such as, IRS, CRS, IAS, and NPIC)--to intelligence production.

2. IPC No. 2/68 began with 25 CTs (including two women). One student withdrew early in the course; six were excused upon completion of the first six weeks so they could return as full time employees in areas where they had served interim assignments; and 18 (including both women) completed the full nine weeks' program. The class performance was well above the "Proficient" (P) level on the WAPS0 scale -- 17 of the 24 students graded received P+ or above. One CT, [REDACTED], in fact, received an "Outstanding" rating; and 10 other CTs were in the "Strong" category.

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3. With the exception of the NPIC segment of the course, which was a fiasco from start (the bus was 30 minutes behind schedule from 1000 Glebe Road) to finish (NPIC was being reorganized the day of the visit), all parts of the course were well received. As usual, particularly high marks were given by the CTs to the OCI and [REDACTED] segments. Both the course instruction and work on the course research project were rated "above average" by about half the students (all others reported both items as being at least "average");

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4. The next session of the IPC (No. 3-68, 3 June - 2 August 1968) will include major revision of the NPIC segment and minor adjustments to accommodate the following:

- a. Initiation early in the course of contact between the CTs and the regional analysts in Central Reference Service (CRS) to lay the groundwork for course research projects.
- b. Additional visits between CTs and working analysts in OER, OSR, and IAS.
- c. Interspersing some project research time with the three days of briefings on USIB and non-USIB agencies scheduled for the sixth week of the course.
- d. Somewhat less formal structuring of review and discussion sessions following visits to DDI components.

PROBLEMS

5. Serious problems encountered during the running of IPC 2-68 resulted from the excessively large size of the class:

a. Room 518 is not suitable for a class in excess of fifteen (15) students. With 24 students it meant that the room was noisy, overcrowded, poorly ventilated, and frequently resembled a pig sty.

b. Review and discussion sessions had to be run in two sections in order to accommodate all class members. Even though the IPF faculty made every effort to compensate -- the instructors were rotated from one to another of the seminar sections to give the CTs the benefit of exposure to all IPF expertise -- there is no question but that there would have been more profit for the students if they could have had the identical experience.

c. The extremely large group made it difficult and awkward for many of the Agency components to play host to the IPC. Conference rooms were usually strained to the limit; and, on the day of the

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class visit to [REDACTED] it was doubtful that all of the students would fit into the USIB Conference Room!

6. The inclusion of six students who had been serving interim assignments and planned to return to these assignments on a permanent basis tended to be a disruptive factor during IPC No. 2-68. These students were unconcerned about employment prospects and, hence, tended to be somewhat cavalier about the whole IPC activity. All six students were excused from the final research paper because their components wished them returned to duty as early as possible. Moreover, all six had already published or contributed to the publication efforts of their particular components. (A seventh CT, who also served an interim and returned to the same component, did go through the research activity because he was seriously considering changing employment and needed the experience in research and writing.)

RECOMMENDATIONS

7. All efforts should be made to limit the size of the IPC to a maximum of 15 students. This limitation is suggested both because of the physical facilities in Room 518 and the problems which a class of large size imposes on the Agency components which host the IPC.

8. Regardless of class size, every effort will be made to continue -- and possibly increase -- the high level of faculty participation in the IPC. The degree of faculty support was the highest it has ever been and the benefits -- to both CTs and faculty -- are well worth the effort. Certainly the class comments reflect their appreciation of the IPF involvement.

9. The practice of scheduling employment interviews for the CTs following completion of the IPC should be continued. Because they were not under the strain of job interviews during the final weeks of the IPC, the class made full use of the opportunity to learn about the Agency's reference facilities. In either the short or the long run, the profit to the Agency from such learning will undoubtedly outweigh the benefits of "clearing the rolls" in the CTP office.

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[REDACTED]
Chief Instructor

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[REDACTED]
Chief, Intelligence School

Attachments:

- 1)- Student roster
- 2)- Schedule for IPC No. 2-68

Distribution:

Orig - Adse (w/2atts); return to IS

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report on Intelligence Production Course #2-68

FROM: [REDACTED] Chief
Instructor

EXTENSION
2452

NO. DTR-0853
DATE 14 May 1968

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Chief, IS 711 Glebe

16 May

RB

10-4-57
cc sent to e/c/f
(for retention)
mfg

2.

3. Chief, P&M 807 Glebe

HB

4. DDTR

20 May 20 AM

5. DTR

20 May JR

6.

7. [REDACTED] Chief

Instructor 712 Glebe

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ORIGINAL DOCUMENT MISSING PAGE(S):

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